

A Work Project, presented as part of the requirements for the Award of a Masters
Degree in Management from the NOVA – School of Business and Economics.

A qualitative approach to define the prototype of a Portuguese
expatriate leader in Angola

Sara Alves Ribeiro Goulão

Number: 1937

A Project carried out on the management course, under the supervision of
Professor Filipa Castanheira

Lisbon, Portugal

January, 2016

Abstract

This qualitative research analyzes the individual life experiences of Portuguese expatriate leaders who left their home country to work at organizations in Angola, a place that offers better job opportunities. Through interviews with those professionals and their followers, a prototype of a Portuguese expatriate leader in Angola has been developed.

Even though Angola is a former Portuguese colony, it was at war for many years and so the economic situation and culture of the country are distant from what Portuguese workers are used too, which requires them to adapt and be open-minded to change.

Keywords: Leadership, Angola, Expatriate, Culture.

Certification

This thesis entitled of “*A qualitative approach to define the prototype of a Portuguese expatriate leader in Angola*” was developed and submitted to Nova School of Business and Economics as part of the requirements for the award of a Masters degree in Management.

I, Sara Alves Ribeiro Goulão, officially affirm that this dissertation was wholly developed under my own work unless stated otherwise through references.

Sara Alves Ribeiro Goulão,

Student nº1937

January, 2016

Acknowledgments

This work symbolizes the end of a very important path for me. It was not as easy as expected and there were several ups and downs. So, I must give a special thanks to all the people who made possible the realization of this research.

I want to start by thanking Professor Filipa Castanheira for embarking with me in this challenging subject without hesitation and for all her support and dedication.

I owe my profound gratitude to all the professionals who agreed to help me by devoting their time so that I could perform all the necessary interviews to gather all the needed information.

I also want to give a special thanks to my good friend and cousin Teresinha for her friendship, for always being by my side and for always comforting me.

I am grateful to my grandmother Lena for all the encouraging words, my grandmother Isabel for all the pampering that helped me work for several straight hours and my grandfather for all the wisdom and experience he shared with me.

I also want to thank Manel for being present during the home stretch, for keeping me calm and for making me believe that I am capable to do everything I want to. A tua ajuda foi incansável, não tinha conseguido sem ela. Your help was tireless; I had not been able to finish the project without it.

Finally, I dedicate this work to the two persons who have always been there for me and have given me everything asking nothing in return. Mum and Dad, all the strength I got to make this project possible arose from the desire to be able to dedicate it to you.

Table of Contents

Abstract.....	i
Certification	ii
Acknowledgments.....	iii
Table	i
List of Figures and Tables	v
Acronyms and Abbreviations	vi
Chapter 1 - Introduction.....	2
Chapter 2 – Theoretical Background	4
GLOBE Study	5
Culture Definition	6
Leadership Definition	6
Summary of the GLOBE Study.....	7
Angola in the GLOBE Study.....	9
Chapter 3 –Methodology	9
Chapter 4 –Findings.....	13
Overcome differences form home country	14
Overcome gender and nationality differences.....	16
Being a good leader in Angola.....	17
Reliability Check.....	19
Chapter 5 – Conclusion.....	20
References	22

List of Figures and Tables

	Page
Figure 1 Data Structure	14
Figure 2 Prototype of a Portuguese Leader in Angola	21

Acronyms and Abbreviations

BBC	British Broadcasting Corporation
GLOBE	Global Leadership and Organizational Behavior Effectiveness
HDI	Human Development Index
HSPM	Human Scientific Phenomenological Method
INE	Instituto Nacional de Estatística
NGO	Non-governmental Organization
OECD	Organization for Economic Co-operation and Development
OEM	Observatório da Emigração
UN	United Nations
UNDP	United Nations Development Program
WB	World Bank

Chapter 1 - Introduction

Due to the financial crisis of 2008, Portugal entered the worst recession the country had seen for decades. Among several other negative effects, this downturn caused a big increase of the Portuguese unemployment rate, which in turn led to a significant part of the population leaving the country. More specifically, as stated in the BBC News' article entitled "Portuguese flee economic crisis", only in 2011 and 2012, more than 2% of the inhabitants of the nation flew out of borders in order to find better and more challenging job opportunities. Moreover, when analyzing the Portuguese unemployment rate by age groups, it can be clearly stated that this rate is very high among young people. Actually, this Latin country is the fourth OECD country with the highest rate concerning the population from 15 to 24 years old¹, which, according to the INE, is translated into having 70% of the emigrants in the age group from 20 to 30 years old. Moreover, when analyzing the historical data from both the unemployment rate and the number of emigrants in Portugal, it can be perceived that, since 2010, both trends are very similar, which might be translated into the fact that one follows the other².

Angola is a former Portuguese colony that got its independence in 1975 and that faced a post-independence period characterized by a prolonged civil war until 2002. Even though having been affected by the world financial crisis, this African country has shown a strong recovery and, according to the WB, has presented an annual GDP growth of 6.8% in 2013. Moreover, due to its history, it is still an emerging economy with, in accordance with the WB (2012), an illiteracy rate of over 29.6%, which is one of the causes for its desperate need for skilled professionals. In other words, "The country is now letting a long destructive war behind, a system of centralized economy,

¹ Data Sources for the Unemployment Rate: INE - Inquérito ao Emprego

² Appendix 1

with organizational fragilities in its public and private organizations. Over the years the investment in educations has been very low (...) which explains the current lack of highly qualified human resources...” (Pina e Cunha, Fortes, Rodrigues and Rego, 2015, p.11).

Despite the fact that the oil price crisis has slow down the economic growth in Angola, this country continues to be an attractive economy. As showing a rising economic trend in the later years, a shared language and a need for littered workers, Angola has become Portugal’s Eldorado, a way to escape from the economic crisis and a way to find challenging opportunities in a land of massive oil and diamonds deposits. Actually, the number of emigrants in Angola with Portuguese nationality more than quadrupled during the last few periods.

However, when the Portuguese move to their former colony, they end up facing a completely different reality from what they are used too. Contrary to Portugal, the “world’s richest poor country” (Power, 2010) is still a developing country with a different culture and where poverty is a daily fact. According to Guest (2005), despite being a continent with many valuable resources, Africa is the territory with the highest level of poverty worldwide. Angola is no exception to African realities, as reported by Paulo de Carvalho (2002), the quality of life in the country is still very poor. When evaluating the 2013 HDI from UN of both nations, Portugal shows a value of 0,822, which UNDP classified as “very high”, while Angola only scored 0,526, which was described as “low” by the same entity. All in all, when the Portuguese professionals arrive at this African territory, they end up missing several basic needs they used to take for granted, such as water, electricity, food, etc., and facing a cultural shock because,

even being a former Portuguese colony, the country presents several African characteristics and values.

Since 2000, the investment in Africa has risen significantly in a worldwide perspective, which is a consequence of the increasingly appealing business context. However, only a few studies have investigated the possible influence of the African culture on the business context (i.e. House et al., 2004; Hofstede, 2001; Trompenaars, 1993; Schwartz & Bilsky, 1987). Throughout all these researches, only twelve of the fifty-three African countries have been part of the studies, among which Angola has never been included. Taking into account all the existing information, this Work Project aims to enrich the existing body of knowledge by analyzing the experiences of Portuguese expatriates in Angola.

All in all, this thesis consists on a “*A qualitative approach to define the prototype of a Portuguese expatriate leader in Angola*” and, in order to be able to address this problem in detail, after a literature review and an itemized explanation of the methodology used, some issues will be discussed through the analysis of several interviews performed to Portuguese expatriate leaders living in Angola and to some of their Portuguese and Angolan followers. At the end, it will be done a comparison of the results proposed by the theoretical background and by the data obtained.

Chapter 2 – Theoretical Background

Globalization is a process that has deeply invaded the world's reality since the Maritime Discoveries, where the Europeans began arriving at continents inhabited by people that

were strange to them. Since then, and especially over the last four decades, the international business has become a well-studied area. When facing this reality it is clear that people and companies move out from national borders in order to find other opportunities. By all means, in a worldwide perspective, firms hire people from different parts of the globe; so, it becomes necessary to understand the fundamental issues arising from the cultural differences.

Until the date, several culture-focused researches and several models have been developed concerning these issues, such as Trompenaars in 1993 and Schwartz and Bilsky in 1987. Among all of them, there are two models that have always excelled and inspired many other scholars, the 5 Dimensions model developed by Hofstede since 1980 and the GLOBE Model published in 2004 and full-blown by House et al.. However, while Hofstede Model focuses on cultural differences in a generalist point of view, the second study was developed to try to understand the relations between culture and leadership.

GLOBE Study

As stated previously, when building up this project, the main focus was to understand the effect of culture in different perspectives, such as in an organizational and a societal point of view. In other words, it consists on a program that studies the relationship between leadership and organizational practices. Before looking at the model in detail it is important to understand what does culture and leadership really mean because these are crucial to the development of the GLOBE study and are two complex concepts.

Culture Definition

Culture is a concept that might seem simple to define but can be extremely complex. Actually, this is something that is part of everyone's life in a daily basis and that is often the main driver to conflicts in both an individual and nationwide perspectives. When searching for definitions for this word, millions of expressions and explanations can be found; yet, they all rely on the same basis. For example, when analyzing the following two definitions:

- “Shared motives, values, beliefs, identities, and interpretations or meanings of significant events that result from common experiences of members of collectives and are transmitted across age generations” (House et al., 2002, p.5)
- “Culture is the collective programming of the mind, which distinguishes the members of one human group from another” (Hofstede, 1980, p.21-23)

It can be stated that both of them define this notion as being a set of beliefs, values and/or traditions that two or more persons share. When focusing in a national perspective, as it is done through this project, the interpretation is the same but is applied assuming that the group of people is determined by their nationality.

Leadership Definition

Despite Leadership being a term used by millions of people around the world on a daily basis, what does it really mean to be a leader? Leadership is a concept that varies according to several factors such as the situation, the people and the things involved but also according to the place in the world that it is applied. All in all, when trying to understand what leadership means, several interpretations can be found. According to Stogdill (1974), “there are almost as many different definitions of leadership as there

are persons who have attempted to define the concept” (p.259). However, when looking at several definitions from leadership, a leader consists on a person who gives directions, coordinates and motivates his team by influencing all the members to achieve a common goal.

Furthermore, the conclusions of the GLOBE study aim to define a Leadership prototype to every cluster found in the analysis. This concept consists on common traits and behaviors a certain type of leader contains. In other words, it consist on the way of making a generalization of configurations that characterize a certain kind of leader. When thinking about prototypes, researchers were able to confirm several characteristics and behaviors held by different leaders. For instance, according to Fielding and Hogg (1997), followers tend to prefer leaders who match the prototypes defined by their group.

Given the fact that being a leader varies around the world and among the different situations it can be involved, to date, the world has an ample number of leaders and has seen the rise of several powerful and respected leaders who have been recognized for distinct achievements. So, a fundamental question concerning this thesis is whether or not a good leader in Portugal will undoubtedly be a good leader in Angola.

Summary of the GLOBE Study

As the major project developed to study the relationship between culture and leadership, organizational effectiveness, economic competitiveness in societies and the human condition in societies, House has delineated a research where culture was measured at different levels employing both quantitative and qualitative methods; more precisely

through questionnaire reports answered by managers from all over the world, interview's findings, and focus group discussions.

Taking into account the objective this project envisioned to achieve, it was necessary to engage in a ten-year research involving one hundred and seventy investigators from sixty-two countries. By focusing on a sample composed by managers only, 17.300 individuals from 951 different organizations responded to questionnaires that measured culture according to both practices and values evaluated through levels of industry, organization and society. Facing the enormous amount of participants and the results obtained, it was possible to define ten clusters that try to replicate the reality of the world itself; Nordic Europe, Eastern Europe, Latin Europe, Germanic Europe, Latin America, Middle East, Southern Asia, Confucian Asia, Sub-Saharan Africa and the Anglo cluster.

With basis on the quantitative data obtained, nine independent variables were defined as being the only cultural dimensions composing the planet; Power distance, Uncertainty Avoidance, Gender Egalitarianism, Future Orientation, Performance Orientation, Assertiveness, Humane Orientation and In Group and Social Collectivism³.

Furthermore, as responding to the objective of finding out if values and practices associated to leadership were universal or specific to some societies, the GLOBE's team defined twenty-one "primary leadership dimensions" that summarize all the factors considered contributing to either a leader's effectiveness or a leader's lack of effectiveness. All this was synthesized in six conceptions of leadership universally recognized⁴ used to characterize each cluster.

³ Appendix B

⁴ Appendix C

Angola in the GLOBE Study

Angola was one of the countries included in the analysis of the results but it was not studied directly. In other words, this African country was included in the Sub-Saharan Africa cluster. So, when examining the final results of the study, this cluster is associated to six leadership behaviors (humane-oriented, charismatic/value-based, team-oriented, participative, self-protective leadership and autonomous). All things considered, when evaluating the effect of culture in leadership in Angola, an effective leader needs to be caring, collaborative, and inspirational and not too much self-centered.

Angola has never been a direct target of this study or any similar one; the results assigned to the country were all linked by extrapolation of the research done in other African territory. This is one of the main reasons that led to the development of this project; however, a different methodology was adapted in order to reach all the requirements involved. Nevertheless, to complete the project, it is important to compare the results obtained in this thesis with the results proposed by the GLOBE Study. Can these conclusions be applied to Portuguese expatriate leaders in Angola?

Chapter 3 –Methodology

As stated previously, there are several studies about leadership across cultures, but none has been done in Angola. Therefore, the aim of this research is to define a leadership prototype of Portuguese expatriates in Angola by analyzing their individual lived experiences. Since, as explained by Robert K. Yin (2003), the purpose of the study is

what defines the approach to be implemented, a qualitative approach has been performed to study this rising event of Portuguese leaders in Angola. “A type of qualitative research that describes the lived experience to achieve understanding of an experience from the perspective of the participants” (Schmidt and Brown, 2015, p.240), and which seems to be the perfect definition of the methodology required to conduct this study.

Phenomenology is a noun with origins on the word *phenomenon*, which, according to the Oxford English Dictionary, means “A thing which appears, or which is perceived or observed; a particular (kind of) fact, occurrence, or change as perceived through the senses or known intellectually”. Translating this into the explanation of a phenomenological approach and having into account what was stated by Husserl (1970), this type of research does not aim to make an explanation but seeks to gather information and perceptions to make a description through the eyes of the participants without preconceptions or bias.

According to Giorgi (1997) and its HSPM, the first step to address this type of approach is to “gather verbal data”. To collect the data with both leaders and followers, I conducted and, with permission, tape-recorded eighty-five semi-structured interviews, each of which lasted in average twenty minutes. There were two different phases, in the first place only lived experiences from Portuguese expatriated leaders were looked for and then, in a completely different phase of the project, the main objective was to know the opinion from the followers of those expatriate leaders. Foremost, the participants were chosen using LinkedIn and having into account some pre-defined requirements. The main five criteria consisted in being Portuguese, living in Angola, having a leading position within a company in this African country for at least five years,

working with a team composed by both Portuguese and Angolan workers, and they all had to have a past leadership experience in an organization for at least five years in Portugal. No rules were defined concerning gender, sector of activity or level on the hierarchical pyramid of the company, because differences across those characteristics were expected to be found. Then, in the second phase of the project, it became important to know the opinion of followers in order to be able to validate the facts shared by the leaders. Regarding the choice of followers, it was asked every expatriate leader interviewed to suggest one or two members from their teams who could share their experience.

The questions to be addressed during the interviews were elaborated prior to the conversations in order to try to follow the same structure each time; however, they were all open-ended questions in order to allow issues to be discussed with minuteness. Since the interviewees live in Angola, the semi-structured interviews were conducted through Skype in order to pretend to be a face-to-face meeting, which is the best way to conduct a non-standard approach. As stated by Saunders, Lewis and Thornhill (2003), it is important to vary the interview content according to the flow of the conversation; this is the best way to provide a wider freedom to the interviewer be able to conduct the conversation through potential matters of interest. Finally, in order to promote a more fluid conversation, the discussions were all in Portuguese, which is the mother tongue of all the participants.

After a long path to get all the necessary contribution, a total of 85 interviews were conducted however only 28 were considered valid; those that were excluded contained inaccurate, irrelevant or offensive answers. The remaining interviewees consist on 13 Portuguese expatriate leaders, 8 Portuguese followers and 7 Angolan followers. In order

to be able to assess the femininity issue among leaders, 5 women leaders were subject of the research⁵. Finally, age, industry and organizational position were not taken into account because the specification of one of them might lead to a completely different analysis from reality.

As following to the second step of the HSPM, the data was examined. In a first place, each interview was transcribed verbatim⁶. Afterward, a copy of each interview has been sent to the respective interviewee in order to confirm the data. After receiving the confirmation from all the participants, the content of each conversation was read and analyzed several times in order to ensure a deep understanding of the subject and to be able to identify common information. When analyzing the data obtained through the interviews, each interviewee was associated to a Code in order to facilitate the analysis⁷.

Finally, as the last step from the used method suggests, the data was separated into parts by grouping the experiences of the participants on common bases, allowing a better analysis of every issue. More precisely, the three-round method suggested by Gioia, Corley, and Hamilton (2012) was used. In the first step, all the common subjects across all the interviews were grouped and then, in the second round, these concepts were grouped into six major second order-themes. Moreover, three aggregate dimensions were defined with basis on the previously clustered themes. Finally, following the methodological practice, the analyses and conclusions were tested by some of the participants in order to confirm that the interpretations are in accordance with their opinion.

⁵ Appendix E - 1

⁶ Appendix E

⁷ Code of each interviewee on each respective interview

It is important to mention that this research has some limitations. As exposed by Denzin and Lincoln (1994), under a qualitative paradigm the reality in study cannot be fully grasped, it is only possible to make an approximation to this reality. Furthermore, it is possible that the participants might have been influenced by the questions asked. In addition to these limitations of the study, even if all bias and preconception have been set aside along all the research, it cannot be fully stated that there was no personal influence when analyzing the verbal data.

Chapter 4 –Findings

The first step when analyzing the data from the transcript interviews consisted on clustering some main ideas as the First-order concepts. In order to synthetize everything, these themes were aggregated in nine second-order concepts; to better understand each one of them some direct evidence extracted directly from the interviews was linked to each one of the clusters. Finally, to be able to present these notions in a simple way, the nine different sets were grouped in three different dimensions. The three classes used to characterize and define the prototype of a Portuguese expatriate leader in Angola are: overcome differences from home country, overcome gender and nationality differences, and Being a good leader in Angola. Following this small introduction, there will be an explanation for how each second-order concept explains the third-order themes⁸ (see Figure 1).

⁸ Appendix D

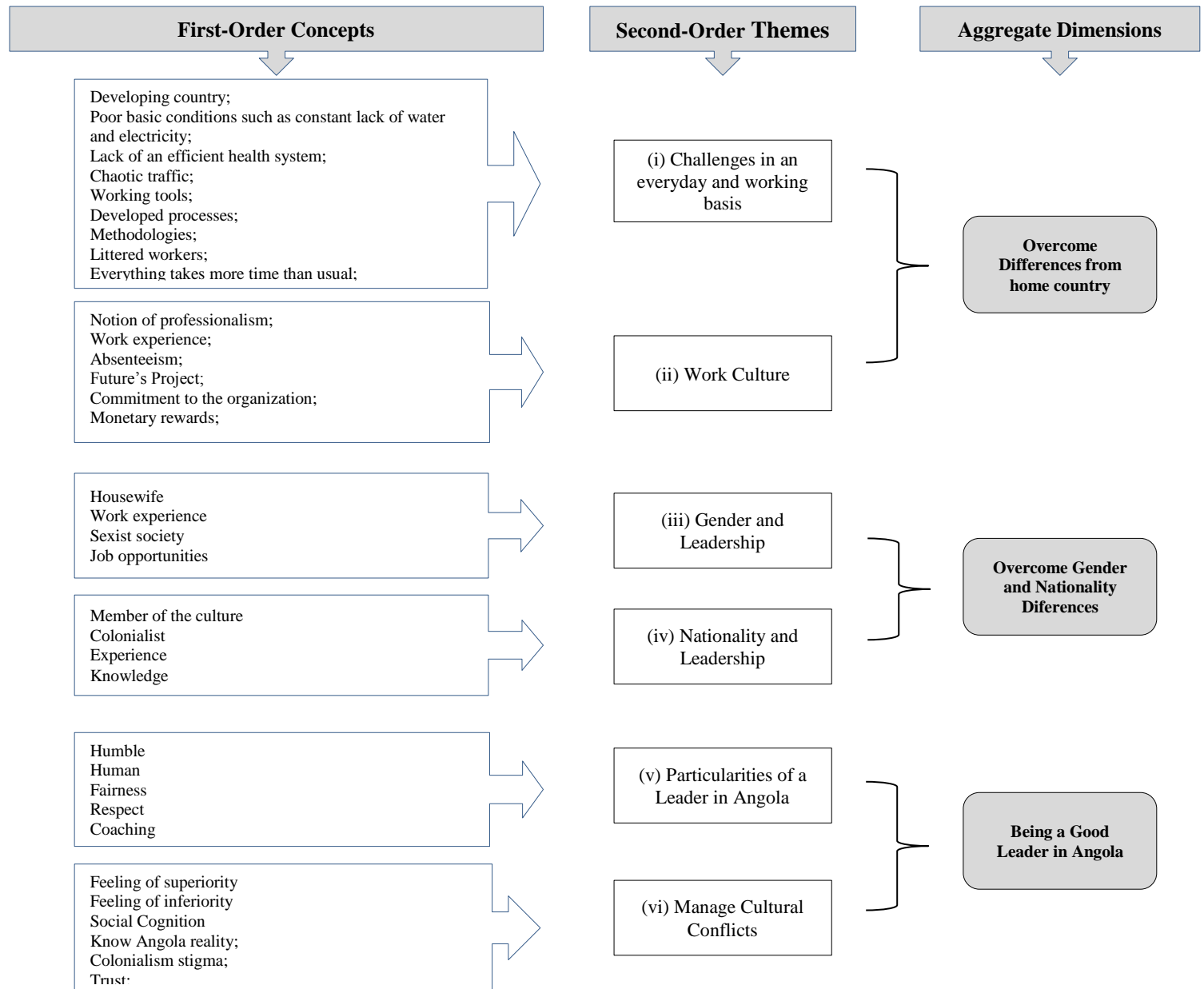


Figure 1: Data Structure

Overcome differences form home country

When arriving to a new country, there are several challenges to overcome and differences to get used to, “There are abysmal differences between countries in the prices, in the health system, transport, wages, among others”(Interviewee L9). The

Portuguese expatriate leader has to be strong to survive the day-by-day challenges in both a personal and professional perspectives. Yet, these are not the only difficulties; he also has to get used to the work culture of Angola.

Angola is a country where you can find both rich and poor people, however the discrepancy is enormous. Actually, over 70% of the population lives with less than two dollars per day while a food basket costs over fifty dollars. This fact can be also translated into the fact that Angolan did not have many opportunities to go to school or to have good jobs opportunities; all this contributes to a big lack of work experience, which is something Portuguese workers do not face. As one of the Portuguese followers said, “Angolan worker has very little work experience and that work experience counts a lot.” (Interviewee L2). Basically, due to the war, there has not been any opportunity to create and develop a work culture involving every person living in Angola. “Angola is a country in building process, both in a physical and mental perspectives, skills, work habits, everything. This means that human resources are also in training and in construction.” (Interviewee L7). As a result, the expatriate leader needs to be aware of the additional work he will have to do, “There are no developed processes, nor methodologies implemented, not because companies do not wish to do so, but because the geography makes it hard.” (Interviewee L13); and needs to be conscious that things go differently, for example “here in Angola the time needed to achieve a goal is greater than if it were in Portugal.” (Interviewee L9).

Obviously, if the reality is different, if there is lack of work experience and lack of work culture, people also behave differently and have other needs. Yet, this might only include bad things, “There is a factor that greatly distinguishes a Portuguese of an Angolan, the Angolan is easier to motivate. For example give you them training, they

are willing to acquire new knowledge, while as regards the Portuguese it is more the monetary aspect by objectives the driver motivator.” (Interviewee L10).

In conclusion, a Portuguese expatriate leader must be able to overcome all the differences from its home country but also needs to be able to adapt to the new reality, new culture and new people.

Overcome gender and nationality differences

Gender and Nationality are two factors that might create some difficulties when assuming an important role in a company; actually they might create difficulties in different levels such as social and professional.

Woman as a leader is a concept discussed in a worldwide perspective, and Angola is no exception. Eagly (2007) stated that there have been big changes regarding women in societies and organizations in a worldwide perspective, which is leading to an increasing level of research concerning gender and leadership. According to the interviewees this is a sensible subject because women are still perceived as the homemaker rather than a simple member of the family. Actually, according to Toh and Leonardelly (2013), a leadership prototype usually contains more masculine characteristics than feminine ones but they also state that an individual is usually seen as a leader when the followers perceive he or she has the characteristics that match their needs. “The Angolan society is still very sexist and pro-male, so it is harder for a woman to take over a leadership position, at any company. However, it is difficult, but not impossible. Actually, there are several women in leadership positions. In my opinion, a woman has to be a stronger and more assertive leader than a man. Here, a woman has to have a powerful will to lead because the Angolans are not used to have

women above them.” (Interviewee L3). In conclusion, until the date women had fewer opportunities than men and have more difficulties to take a leadership positions; however it is not impossible. A woman has to be confident, cannot give up, she has to be stronger than the others lack of confidence and respect; nonetheless she must keep on caring about others and show her human capabilities if she wants to succeed. In other words, she has to make everyone forget the biased stereotype formed in respect to women.

Nationality is one of the factors considered when developing the GLOBE study; different nationalities in a team leads different people to interact and they need to be able to understand what are the advantages and/or disadvantages of working in a multicultural environment. “Having a Portuguese leader is the right thing as the methodologies and professionalism are the best among the two countries.” (Interviewee LA5). However, as coming from a different culture, the individual is used to a different reality and “If the Portuguese leader does not understand or refuses to accept the Angolan culture, then he will face a lot of troubles and resistance from the native workers, gaining a huge disadvantage.” (Interviewee FP2). All in all, the Portuguese leader has to be capable to bring his knowledge by adapting it to the new country needs; “the leadership style of expatriates was preferred over local bosses” (Selmer, 1996, p.166).

Being a good leader in Angola

As stated by the GLOBE study, previously explained, each culture has its own needs as a leader, this is because people are different, and different people have different needs. Through the conversations with all the leaders and followers, it could be perceived that some particularities of traits and behaviors were currently mentioned as to become a

good leader in Angola; “More than the so called soft skills, what I believe to be the key ingredients for a man or a woman to succeed are the ability to be humble, to make everyone feel a part of the team, the constant coaching and the daily teaching.” (Interviewee L5).. Being human and caring is one of the characteristics highly valued by Angolans, they need to be loved and well treated to be comfortable to work; this might come from the fact that they are used to change from job to job, to feel daily life difficulties, and everyone likes to be well treated time to time. One of the Angolan interviewees said that he thinks his leader “could stop caring so much about the profit and start looking at the employees more like real people, who have needs and difficulties.” (Interviewee FA1). Furthermore, as having been at war for many years, the population did not have many job and educative opportunities, so the constant coaching is a way to care for them and to show them they might be able to achieve the same job opportunities that Portuguese people do.

A leader is always one of the members from a team and, as explained by Emma Seppälä and Kim Cameron (2015), a positive environment stimulates more productivity and dedication. So, if we imagine a group of people that hate each other in some way or that live with some cultural divergences, the productivity will not be as good as it could be. Since the leader is the one that guides the whole team, it is important that he is able to promote a positive environment between all the team members and be accepted by all of them. According to the Portuguese and the Angolan followers interviewed, “There is still a lot of racism in Angola and the notion that the Portuguese is taking the place of Angolans.” (Interviewee FP1) and “There are still many Portuguese who are racists and think they are better than the Angolans.” (Interviewee FA2). This xenophobia from both sides might be a result of social cognition, which is the way people think about each

other. “Cognitive associations link to people’s intergroup representations” (Fiske & Taylor, 2012, p.292) In other words, sometimes, with basis on past events, people create biased stereotypes; in this case this generalization is done with basis on racial attributes. Without knowing the truth, they have followed a configural model to create an opinion about someone by unifying the impressions they had about other people. By all means, the leader much be able to make Portuguese and Angolan people to respect each other, maybe by promoting more team activities and treat them equally. Actually, one of the Angolans said that his leader “He lacks some sense of justice in what concerns treating people equally.” (Interviewee LA6), which might lead to these type of issues.

The combination of all this defines some important traits and behaviors that a leader in Angola should have, independently of being Angolan or foreigner.

Reliability Check

After the final interpretation of the data it is important to assure that it was not biased or corrupted from the original ideas. To do so, a preliminary draft of the final paper was sent to all the interviewees to get their approval. Two weeks after, a total of nineteen answers were obtained affirming that the main findings were reviewed and accurate with their point of view. Actually, they review themselves in the prototype developed. One of them affirmed that reading this paper led him to meditate about his leadership style and from now on he will try to be fairer and to promote as much opportunities as possible to Angolan. Therefore, all the findings are granted as plausible.

Chapter 5 – Conclusion

As mentioned by Geert Hofstede in his Youtube video concerning recent discoveries about cultural differences, we cannot turn a Chinese into a decent German and we cannot turn a German into a decent Chinese. By all means, we cannot turn a Portuguese expatriate leader into a decent Angolan leader; the only way for him to get closer to its objective of becoming a good leader in Angola is to learn more about the Angolans' world because their reality is completely different from what Portuguese people are used to.

When moving to Angola, a Portuguese Expatriate leader has to have into account that he will have a lot of work ahead, both in personal and professional perspectives. The daily basis reality in this new home will be completely different from what he is used to and this might be very hard because he will no longer have some basic things that were usually taken for granted. Furthermore, this challenge in an everyday basis is linked to some challenges the leader will find in an organizational point of view because the country is not as developed as Portugal. As a result of a different country and culture, the working culture and the motivations of Angolan workers will be different from the Portuguese workers, being able to manage these divergences is one of the challenges to overcome. Furthermore, he has to be sensible to the fact this is a generation that has suffered a lot from the war and that some Angolans still see Portuguese people as the bad guys and this tension can be perceived among team workers and against the leader itself. However, neither nationality nor gender are impediments to do a good job and become a successful leader in Angola, these characteristics are only two more factors that contribute to the need of a bigger effort, dedication and confidence.

Finally, a leader prototype consists on a set of traits and behaviors that define a mental representation of someone viewed as a leader by others. To define the prototype of a Portuguese expatriate leader in Angola, every interviewee was asked to describe with one word what is the most important trait or behavior that a Portuguese leader should have to be successful as a leader in this African country (see Figure 2).

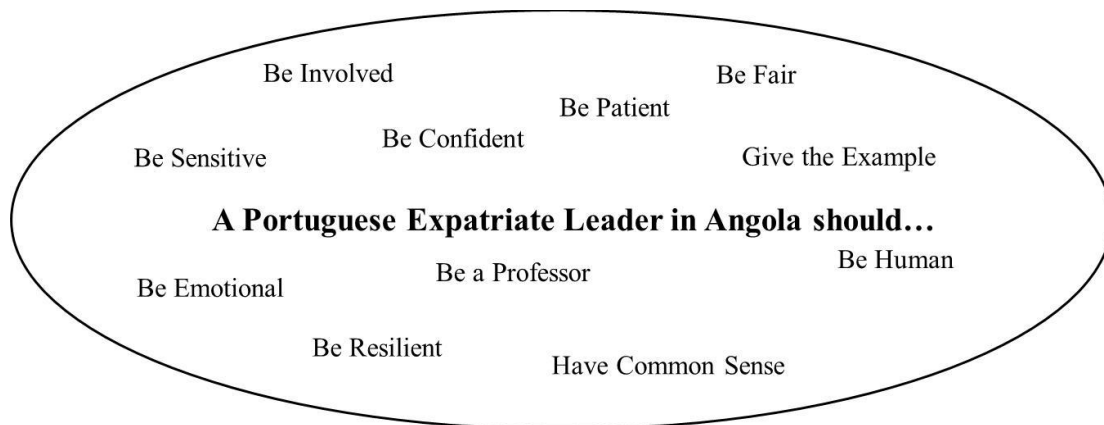


Figure 2: Prototype of a Portuguese Leader in Angola.

Although Angola has not been a direct subject of GLOBE project, the results obtained to the Sub-Saharan Africa cluster are similar to the conclusions achieved across this project. All in all, it can be clearly stated that a leader in Angola will only be effective if he is caring, collaborative, inspirational and not too much self-centered.

In the future I would like to expand this research and be able to include a few more former Portuguese colonies, attempting to understand if the Portuguese citizen, namely the Portuguese leader, is looked t and welcomed the same way in all those territories.

References

- CARVALHO, P. (2002) *Angola: Quanto Tempo Falta para Amanhã?* Oeiras, Celta Editora, p. 189.
- DELANEY, C. (2003) *Walking a fine line: Graduate nurses' transition experience during orientation*. Journal of Nursing Education, 42, p. 438.
- DENZIN, N. K., LINCOLN, Y. S. (1994) *Handbook of Qualitative Research*, California, Sage Publications, p. 5.
- EAGLY, A.H. (2007) *Female Leadership advantage and disadvantage: Resolving the contradictions*. Psychology of Women quarterly, 31(1), p.1-12
- FIELDING, K.S., HOGG, M.A. (1997). *Social identity, self-categorization, and leadership: A field study of small interactive groups*. Group Dynamics: Theory, Research, and Practice, 1, p.39-51.
- FISKE, S.T., TAYLOR, S.E. (2012) *Social Cognition from brains to culture*. Sage Publications, p. 3 and p.281 to 300
- GIOIA, D., CORLEY, K., HAMILTON A. (2012) *Seeking qualitative rigor in inductive research: Notes on the Gioia methodology*. Organizational Research Methods, 16(1), 15-31.
- GIORGI, A. (1997) *The theory, practice, and evaluation of the phenomenological method as a qualitative research procedure*. Journal of Phenomenological Psychology, p. 235–260.
- GUEST, R. (2005) *África: Continente Acorrentado – O Passado, o Presente e o Futuro de África*. Porto, Civilização Editora, p. 290.
- HOFSTEDE, G. (1980) *Culture's consequences: International differences in work-*

related values. London: Sage Publications., p.25

HOFSTEDE, G. (2007) *A European in Asia*. Asian Journal of Social Psychology, 10, p.16-21

HOUSE, R. J. et al. (2002) “*Understanding Cultures and Implicit Leadership Theories Across the Globe: An Introduction to Project GLOBE*”, Journal of World Business, p.5.

HOUSE, R. J. et al. (2004) *Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies*. Sage Publications

HUSSERL, E. (1970) *The Crisis of European Sciences and Transcendental Phenomenology*. trans. David Carr, Evanston, IL: Northwestern University Press. p.84-100

JENKINS,P., ROBSON, P., CAIN, A., (2002) *City Profile Luanda*. Elsevier Science Ltd, p.139 – 143.

MANTERE, S., SCHILDT, H., SILLINCE, J. (2012) *Reversal of strategic change*. Academy of Management Journal, 55(1), p. 172–196.

OLIVEIRA, S. (2012) *Olhar a pobreza em Angola: causas, consequências e estratégias para a sua erradicação*, Ciências Sociais Unisinos, São Leopoldo, Vol. 48, N. 1, p. 29-40.

PARIS, L.D., HOWELL, J.P., DORFMAN, P.W., HANGES, P.J., (2009) *Preferred leadership prototypes of male and female leaders in 27 countries*. Academy of International Business, p.1397

PINA E CUNHA, M., FORTES, A., RODRIGUES, F., REGO, A. (2015) *Leadership in Angolan organizations: Emic paradoxes, etic paradoxes, and paradox work*. p. 11

POWER, M. (2010), *Angola 2025: The future of the 'world's richest poor country' as seen through a Chinese rear-view mirror*, Antipode, Vol. 44 No. 3, p. 993-1014.

SAUNDERS , M., LEWIS, P., & THORNHILL, A. (2000). *Research Methods for Business Students* (2nd ed.). UK: Prentice Hall.

SELMER, J. (1996) *Expatriate or local bosses? HCN subordinates' preferences in leadership behavior*. The international Journal of Human Resource Management, 7:1

SCHMIDT, N.A., BROWN, J.M. (2015) *Evidence-Based Practice for Nurses*. Jones and Barlett Learning, p. 240.

SHI, X., WANG, J. (2010) *Interpreting Hofstede Model and GLOBE Model: Whih Way to Go form Cross-Cultural Research?*

STODGILL, R. M. (1974). *Handbook of leadership; a survey of theory and research*. New York: The Free Press, p.259.

TOH, S.M., LEONARDELLI, G.J. (2013) *Cultural constraints on the emergence of Women Leaders: How Global Leaders can Promote Women in Different Cultures*, Elsevier Inc.

YIN, R.K. (2003), *Case Study Research: Design and Method*, London, Sage Publications, Fourth Edition, p. 4.

ZUBER, H. (2012) *El Dorado in Angola: Portuguese Find Oasis from Crisis in Former Colony*. Spiegel Online International.